

SES candidates demonstrate these qualifications through experience in key executive skills such as leading others to rapidly adjust organizational behavior and work methods; supervising and managing a diverse workforce; developing strategic human capital management plans; establishing performance standards and plans; managing the budgetary process; overseeing the allocation of financial resources; and developing and maintaining positive working relationships with internal groups and external groups such as Congress, the Office of Management and Budget, and the White House.

These qualifications and experiences help ensure that the Federal Government's senior executives have the ability to establish a clear vision for the organization and to drive others to succeed. Political appointees are not required to meet these qualifications, however, but it would be difficult for any agency head to succeed without them.

A recent Princeton University review, authored by Mr. David Lewis, underscored the need for political appointees to have such skills. He used the Program Assessment Rating Tool, PART, to analyze the relationship between political appointees and Federal manager performance. As my colleagues know, PART was designed by the Administration to measure program performance at Federal agencies. A PART review helps identify a program's strengths and weaknesses to inform funding and management decisions aimed at making the program more effective.

Mr. Lewis found that programs run by politically appointed managers receive systematically lower grades than those run by career managers and that the varied backgrounds of political appointees do not always translate into them being successful managers. Mr. Lewis' research shows the need for greater management experience and subject matter expertise for political appointees.

Comptroller General David Walker said in a September 21, 2005, interview with Federal Times that "for certain positions, given the nature of the position, there should be statutory qualification requirements for any nominee." I agree. Looking at the shortfalls in leadership at the Federal Emergency Management Agency and the high number of political appointees at FEMA for the size of the agency, it is obvious that the political appointee-laden management structure may have created numerous problems, especially in the area of recruiting and retaining top emergency services personnel and the inability to stay focused on the agency's core mission of disaster preparedness and relief.

There must be trust and integrity in Government and most of all in our leaders. The crises we face at home and abroad demonstrates the need for highly qualified individuals to lead our Government. There must be the right

people, at the right place, at the right time, with the right skills. This is especially true at Federal agencies who need senior leaders, with management skills and subject matter expertise. More importantly, there should be an institutional loyalty and cultural sensitivity in working for the American people as a Federal employee.

LOCAL LAW ENFORCEMENT ENHANCEMENT ACT OF 2005

Mr. SMITH. Mr. President, I rise today to speak about the need for hate crimes legislation. Each Congress, Senator KENNEDY and I introduce hate crimes legislation that would add new categories to current hate crimes law, sending a signal that violence of any kind is unacceptable in our society. Likewise, each Congress I have come to the floor to highlight a separate hate crime that has occurred in our country.

On December 10, 1999, a 34-year-old man walked into the Fort Myers, FL, home of a 91-year-old disabled woman and sexually assaulted her. According to police, the man knew the victims family and attacked her because of her disabled state.

I believe that the Government's first duty is to defend its citizens, to defend them against the harms that come out of hate. The Local Law Enforcement Enhancement Act is a symbol that can become substance. I believe that by passing this legislation and changing current law, we can change hearts and minds as well.

TRIBUTE FOR LIEUTENANT GENERAL JOHN ROSA, UNITED STATES AIR FORCE

Mr. ALLARD. Mr. President, I rise today to pay tribute to the 32 years of outstanding military service LTG John Rosa has given our Nation.

General Rosa started his career in the U.S. Air Force in 1973 after receiving his commission from the Citadel in Charleston, SC. As a combat pilot, General Rosa accumulated more than 3,600 flying hours in the A-7, the A-10, F-16, F-117A Stealth fighter, and numerous other aircraft. In 1985, General Rosa received his masters degree from Golden Gate University. In the years that followed, General Rosa served as operations group commander and three times as wing commander.

Yet, as I think General Rosa might readily admit, his most difficult assignment began when he became the Superintendent of the U.S. Air Force Academy. Under ordinary circumstances, overseeing the academic progress and military training of more than 4,000 cadets can be a challenging experience. Unfortunately for General Rosa, he came to the Air Force Academy under anything but ordinary circumstances.

Two years ago the Academy underwent a very difficult period in which many current and former cadets came

forward with allegations of sexual assault. This scandal was tumultuous and resulted in four senior leaders of the Academy being dismissed from their duties.

General Rosa was asked to step into a situation that seemed to be spinning out of control. His senior leadership team was just as new as he was, and the Air Force leadership and Congress were relentless in their demands for results.

Despite these circumstances, General Rosa did not hesitate to take action. He invited outside investigative organizations to come to the Academy and review the institution's policies and procedures for addressing sexual assaults. He opened up the Academy and its cadets to the media, to Congress, and to the school's board of visitors. Most importantly, General Rosa admitted that the Academy had a very serious problem and that sweeping it under the rug was not an acceptable response.

Less than a year later, General Rosa was again in the spotlight when the Academy found in its cadet surveys that inappropriate religious expression had become a problem. Instead of ignoring the surveys, General Rosa did the opposite. He released them to the public and launched a comprehensive review on how the Academy approached religious expression. He tackled the problem, investigated it thoroughly, and began instituting the changes that were necessary.

In his 2½ years of service, General Rosa made the Academy look in the mirror and see the strengths and weaknesses of the institution for what they are. The Academy is a proud institution, and it is difficult to think that something as terrible as sexual assault and religious intolerance might occur there. Yet General Rosa was never comfortable with the status quo or with a closed-door approach. He pushed and pulled to get better results, and his methods were open and transparent.

General Rosa forced the Academy, its cadets, its faculty, and even its alumni to face a reality that some did not want to acknowledge. He forced the institution to make changes that were necessary, justified, and in the best interest of the Air Force. Through this process, the Academy raised its standards and slowly became the model institution that we all have come to expect and American taxpayers require.

Under General Rosa's leadership, the Air Force Academy is now a source of guidance for other military academies and universities. Indeed, the Department of Defense is now turning to the Academy for direction on how to formulate the Department's sexual assault and religious expression policies.

Although the Academy is not perfect and problems still exist, I strongly believe the U.S. Air Force Academy has, under General Rosa's leadership, become a much better place. I commend General Rosa for taking on this unbelievably difficult mission and for his outstanding service to our Nation. And